

7 September 1976

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : John F. Blake  
Deputy Director for Administration

SUBJECT : "Ethics, Leadership and Interdependence"--  
Federal Executive Institute, June 1975

1. This is my initial submission to you in my new role--your book reviewer.
2. The Federal Executive Institute (FEI) booklet of June 1975 contains three articles. I comment as follows:

"The Executive's Responsibility to Himself"--  
Roger W. Jones, Consultant, Office of  
Management and Budget, and former  
Chairman, U.S. Civil Service Commission

The first article by Mr. Jones is a discourse that starts with a philosophical/theological discourse on the conduct of public officers. It then goes on to describe an environment which federal officers should create and which should guide their discharge of duties. The author presents a series of 10 points without precisely identifying their foundation. He describes them as not being ethical in nature but, rather, addressing themselves to "behavior and what today is referred to as mind-set".

In my opinion, the article does not have much relevancy to people engaging in national security affairs. Its relevancy is to be found with those entities which are engaged in what I choose to call "public management", i.e., Departments of Health, Education and Welfare; Housing and Urban Development; Transportation.

"Where Have All the Leaders Gone?"--  
Warren G. Bennis, President,  
University of Cincinnati

This is a first-rate product. Indeed, I almost consider it a classic in, first, analyzing the problems of leadership today as opposed to 50 or 100 years ago and, secondly, in identifying the appropriate role and the problems faced by "leaders". My reaction may be somewhat slanted because the author explicitly reflects my own long-standing bias that there is great difference between leadership and management. Indeed, the author goes further than that and addresses himself to the problems of trying to select potential leaders. In this connection he has two noteworthy quotations:

"After at least fifty years of research and theorizing we can say only one thing with any confidence: there are no provable generalizations about leadership."

"But all the accumulated research in personal psychology suggests there is not one single trait or characteristic that would have any value in predicting leadership potentialities. None -- not even intelligence."

He most thoughtfully develops what I would call the ease of exercising leadership years ago when the problems and pressures were all, practically speaking, internal within the unit under the leader's rule. He then goes on to show the great challenge to leadership today with the most vexsome and conflicting pressures external to the unit being led, i.e., governmental regulation, the media, consumer groups, unions, etc.

The author identifies eight areas of prime importance that he notes are indicative about the behavior of today's leaders and they are found at page 45. In my opinion they are very astutely identified.

I have several thoughts in mind about the utilization of this article. I wish to send one to Harry Levinson and obtain his reaction. My belief that leadership is entirely different than management has been my motivating force in bringing the Levinson techniques to the Agency. Secondly, I am going to call the article to the attention of the Office of Training and suggest they include it in reading material given to students in various courses. Lastly, I propose to give a copy to the Office Directors in this Directorate.

"We Took Our Eye Off the Ball--"

Harlan Cleveland, Director, International Affairs Program, Aspen Institute for Humanistic Studies

Forget it! It is a rather minor and pedestrian presentation of what the author believes the dissolutionment of the American citizenry that exists in 1975. Counterpart articles can be read any week or month by any respectable political columnist.



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John F. Blake

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